

City of Chicago

Strategic Plan for Transportation

Mayor Lori E. Lightfoot
CDOT Commissioner Gia Biagi

JUNE 2021





Table of Contents

Letter from Mayor Lori E. Lightfoot	2
Letter from CDOT Commissioner Gia Biagi	4
Transportation Equity and Mobility Justice	6
Creating this Plan	8
Department Highlights	11
Access to Opportunity	16
Aligning Our Streets with Our Values	24
Streets Free from Violence	32
A CDOT That Works	38
Benchmarks	46
Acknowledgments	78



Letter from Mayor Lori E. Lightfoot

Dear Fellow Chicagoans,

From its establishment as a trading post on Lake Michigan in the late 1700s to its ascendance as the global transportation and logistics hub it is today, our city has a deep-rooted history with transportation. On top of that, Chicago is also a city of neighborhoods interconnected more so than almost anywhere in the United States by an intricate network of streets, railroads, and buses.

This storied history has also come with some hard truths about transportation’s role in segregation, white flight, and disinvestment on our South and West Sides. Those truths have also shown us that when we leave people by the side of the road, we don’t just fail them, but we fail our entire city. For example, for residents living in these underserved communities, housing and transportation costs often eat up half of their monthly income—which in turn limits access to opportunity and hinders our city’s ability to grow economically. So, if we want to ensure the future success of Chicago, transportation must become an agent of positive change.

The COVID-19 pandemic has presented us with an opportunity to do just that, along with underscoring how critical a responsive, resilient transportation system is to our city. Almost a third of Chicagoans do not own a car, and many of them rely on our public transportation system so they can serve our city in essential roles in sectors such as healthcare and logistics. We owe it to all of our residents to create a transportation system that is more affordable, safer, and equitable than ever before.

I am proud that the Chicago Department of Transportation (CDOT) has developed this Strategic Plan alongside our community partners to empower our communities and support our economy. After all, the only way we can get through the challenges our city faces is by working together. I am excited for CDOT and their partners to deliver this plan over the next few years as we continue to chart a path forward for Chicago that is intentional about impacting climate change, equity, safety, and our economic prosperity.

“We owe it to all of our residents to create a transportation system that is more affordable, safer, and equitable than ever before.”





Letter from CDOT

Commissioner Gia Biagi

Chicago’s ability to recover from the unprecedented crises of 2020 is bound together with the promise of its streets.

With more than 4,000 miles of streets, 2,000 miles of alleys, 300 bridges, a 19-mile lakefront trail, 150 miles of rivers and tributaries, 360 miles of bikeways—and growing!—and a bike share system spanning 150 square miles, CDOT’s transportation portfolio is one of the nation’s largest.

These 4,000 miles of streets represent 4,000 miles of possibilities. Under Mayor Lori E. Lightfoot’s leadership—and as we emerge from overlapping health, economic and racial justice emergencies—we have before us an extraordinary responsibility to reimagine our entire transportation system to create a better future for Chicago.

With a new vision, and with the energy of the 1,300 people at CDOT, we can align our streets not just with our efforts to maintain roads and keep people moving, but with our values and an abiding commitment to justice for all Chicagoans.

Streets do more than move people. They are a resource for delivering a more equitable, sustainable, and just future for our city. Transportation connects Chicagoans with the meaningful destinations in their lives—with jobs and opportunities, with schools and recreation, with health care and food and shopping, and with family, friends, and loved ones.

Safer streets are the foundation of that city. We cannot become so immune to preventable violence in our city—whether gun violence in our neighborhoods or traffic violence in our streets—that we fail to recognize its underlying causes and our power to prevent them. Strong tools and strategies to reduce and even eliminate traffic deaths have been proven in cities around the world, and they are now the center of Chicago’s Vision Zero efforts.

While many sheltered at home at the height of the coronavirus pandemic, streets emerged as the lifeline for essential workers

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“Streets do more than move people. They are a resource for achieving a more equitable, sustainable, and just future for our city.”

and for businesses and service employees who are the heart of our economy and kept the city running.

Chicago responded by quickly transforming streets: We turned streets that once saw speeding cars into neighborhood spaces where people could walk and bike, dining streets for outdoor restaurant service, and priority lanes for Chicago Transit Authority buses. These initiatives showed how streets can do more than move cars, and how a few parking spaces can be transformed into economically vibrant destinations for people.

Rapid, decisive action on our streets must also be at the heart of long-term economic recovery. We must take urgent action to equip communities for a successful and a just recovery, and not merely restore transportation inequities and inefficiencies that existed long before the pandemic.

We must commit to mobility justice, helping all Chicagoans reach their destinations safely, quickly, and affordably, no matter where they live or where they are traveling.

We must commit to economic justice by making transportation more affordable and connecting more of Chicago with opportunities to break the cycle of intergenerational poverty.

And we need to commit to climate justice by reducing pollution and the impact that cars and trucks have on our neighborhoods, on our city, our health, and on the climate of the entire planet.

These steps must be taken in solidarity with communities in order to achieve a just recovery. We must build trust with our neighborhood partners to acquire the local knowledge and insight that comes only from the block.

This strategic plan is a first step toward building that trust. It sets out a vision, goals, and benchmarks for the City and gives Chicagoans the tools they need to hold us accountable.

This effort is also CDOT's commitment to reconnect all Chicagoans with their streets, with each other, and with all of the opportunities that Chicago offers—and it also represents a new promise that this agency will collaborate with Chicago's communities to achieve it.

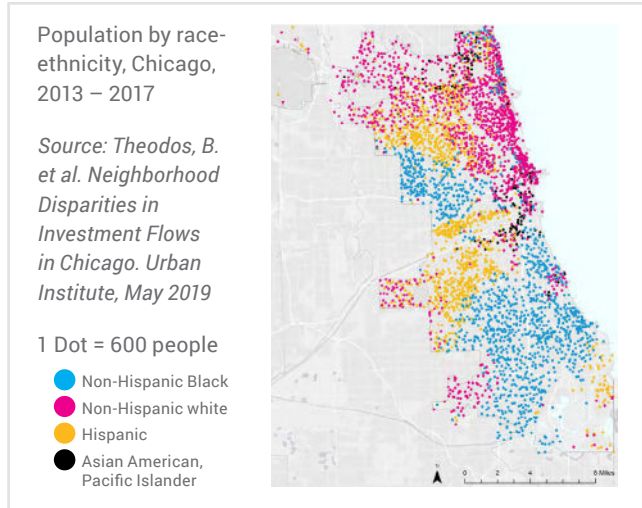
Transportation Equity and Mobility Justice



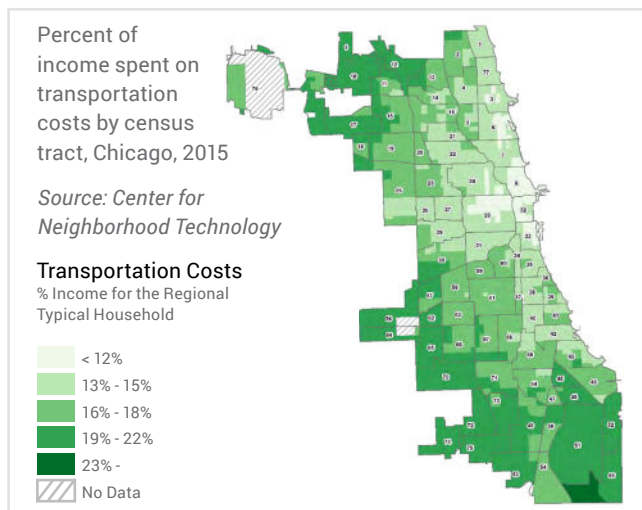
It is a sign of our moment of crisis and of the nationwide reawakening to historical inequity and systemic racism that mobility justice has become a guiding principle among advocates, justice organizations, and a growing number of the nation’s transportation leaders.

This work started before the pandemic, economic collapse, and racial justice protests came to the streets of Chicago and other cities. But the police murder of George Floyd in Minneapolis and the killings of other men and women of color around the country showed irrefutably how people in Black and Brown bodies are treated differently when they walk, bike, and drive on our nation’s sidewalks, streets, and roadways.

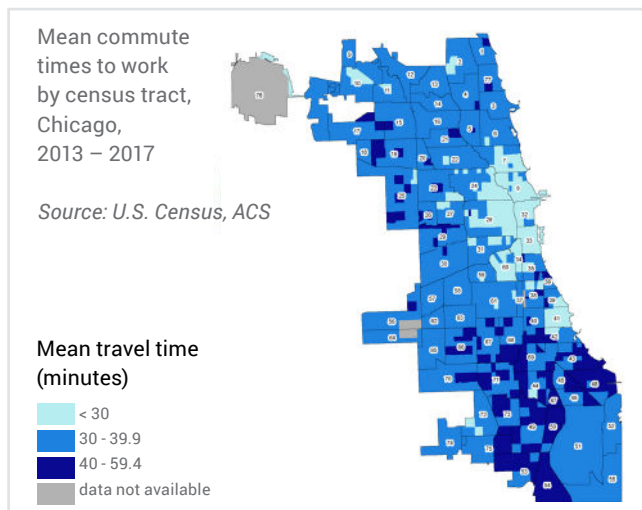
These deadly incidents reflect the structural racism that has created a geography of injustice in cities, where access to opportunity is correlated with where one lives. In Chicago, communities of color often have the fewest transportation choices, the longest commutes, the highest concentration of industrial centers and truck traffic in their neighborhoods, and the worst pollution from cars and trucks on their streets.



Chicago is extremely segregated by race-ethnicity.



Areas where residents spend 15% or less of their income on transportation qualify as “location efficient areas.” In Chicago, the average annual household transportation cost is \$9,649 per year.

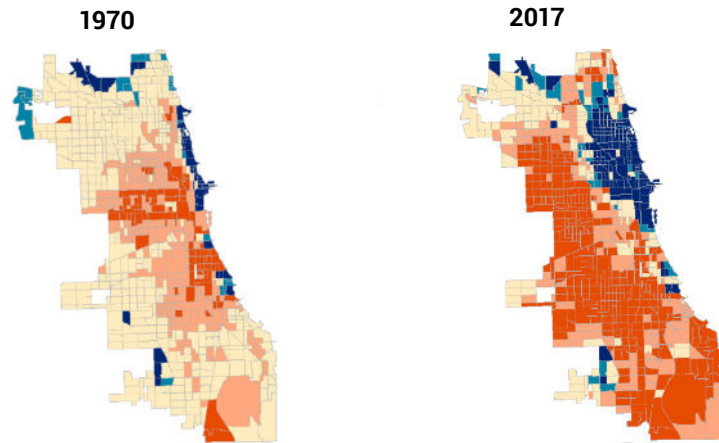


Many neighborhoods on the South Side have long commute times to work, greater than 40 minutes — one way.

Maps show average income of individual census tracts

Source: Voorhees Center, University of Illinois at Chicago.

- Very high income
- High income
- Middle income
- Low income
- Very low income



While many Chicagoans worked safely from home during the pandemic, essential workers, many of them Black, Indigenous, and People of Color (BIPOC), or from marginalized communities, still had to show up for work at stores, in warehouses, hospitals, and positions within the supply chain. To support essential workers, CTA maintained full service and CDOT offered discounts on Divvy; however, many communities still lack alternatives to driving and suffer from inadequate access to shopping, food, health care, and services for the people most afflicted by the crises.

It's not only where you live that determines your access to opportunities. People who live in neighborhoods without safe crosswalks and clear, continuous sidewalks, or well-lit and sheltered bus stops live in a city whose infrastructure tells them they are unimportant. Streets that are unsafe or intimidating to cross isolate these communities, a large majority of which are Black and Brown neighborhoods, from the rest of the city, and also from each other.

Mobility justice means more than what can be summarized on a page. It requires that institutions make the uncomfortable move from solely a best practices-oriented bureaucracy to a "best principles" organization. One that is dedicated to values toward confronting and reversing historic wrongs and adapting its everyday practices to manifest that change.

This strategic plan, written at the very moment of crisis, represents the first commitment of a city transportation department to comprehensive mobility justice, with clear statements of its vision to dismantle the structural inequities and racism within its own operations and to translate that vision into equitable streets of the nation's third largest city.

Maps from the Chicago Department of Public Health's Healthy Chicago 2025 Data Compendium

Creating this Plan



This strategic plan for transportation is the first in the nation completed during the pandemic, incorporating what we have learned over the last year of hardship, protest, and major changes to Chicagoans' way of life.

We believe it is a landmark plan for its commitment to mobility, economic, and environmental justice—not just in words but in clear commitments with measurable outcomes. The goals, strategies, and benchmarks in this plan were developed intensively over nine months by CDOT staff, in partnership with civic, transportation, and justice-focused groups. It incorporates detailed feedback from departments and partner agencies and hours of staff time spent in working groups addressing a broad range of issues from repairing sidewalks to restoring trust with community partners.

In all, CDOT conducted:

- 15 hours of listening sessions with the Transportation Equity Network
- 10 hours of interviews with CDOT partners
- 36 hours of internal working group meetings creating the plan's strategies and benchmarks
- 213 surveys from staff at all levels and from all divisions within CDOT
- 75 surveys from agency stakeholders and partners

Agencies and partners who participated in listening sessions, interviews, and surveys included:

- Active Transportation Alliance
- Center for Neighborhood Technology
- Chicago Department of Assets, Information and Services
- Chicago Department of Business Affairs and Consumer Protection
- Chicago Department of Housing
- Chicago Department of Planning and Development
- Chicago Department of Public Health
- Chicago Metropolitan Agency for Planning
- Chicago Transit Authority
- Illinois Department of Transportation
- Mayor's Bicycle Advisory Committee
- Mayor's Pedestrian Advisory Committee
- Mayor's Office for Equity and Racial Justice
- Mayor's Office for People with Disabilities
- Metropolitan Planning Council
- Transportation Equity Network

CDOT learned a lot during this process, and we will continue to call upon our sister agencies and partners not only to implement this plan, but to further deepen our relationships and understanding of the full landscape of mobility concerns and opportunities throughout Chicago.

On the following pages, you will see highlights of CDOT's work since the COVID-19 pandemic began, and since we embarked on this strategic plan process.

Despite a global pandemic, we were able to deliver city services in 2020, in some instances surpassing what we were able to accomplish in 2019. We responded quickly to the needs of businesses and communities by working with our partners to expand outdoor dining options and to create pop-up essential bus lanes. And when City Council passed Chicago Works, a five-year capital plan for infrastructure investment, CDOT got to work on a new way to equitably prioritize our investments.

The Equity Challenge

Starting in 2020, the Transportation Equity Network, a broad coalition of 30 Chicago-area civic, community, and advocacy organizations, has worked with CDOT to embed mobility justice in its daily work on Chicago's streets—bridging the gap between justice advocacy and city operations.

Each chapter contains specific challenges posed by the Transportation Equity Network, in their own words, as they distilled the problems faced in BIPOC communities across the city and asked how CDOT could address them and deliver more equitable outcomes. Adjacent to each are the goals and strategies CDOT has committed to in order to meet these challenges.

The remainder of the document is divided into four chapters reflecting core pillars of Mayor Lightfoot's and Commissioner Biagi's commitment to developing a safer, more equitable, and more sustainable transportation system that delivers for Chicago. By improving **Access to Opportunity** for All Neighborhoods, **Aligning Our Streets with Our Values**, designing **Streets Free from Violence**, and ensuring that we are **A CDOT That Works**, we can meet the demands of the most marginalized residents, undo the damage of decades of inequitable investment, and save lives.

The chapters summarize the transportation goals and strategies to achieve them, and the Benchmarks section (pages 46-76) lists the goals and strategies and identifies the

one- and three-year benchmarks that CDOT will use to guide these efforts as well as the partnerships we will rely on along the way.

This structure is intended to allow Mayor Lightfoot, CDOT, our partner agencies at all levels of government, community stakeholders, and the public at large to track our progress towards the commitments we make in these pages. We intend this to be the start of a new era of inclusion, transparency, and accountability, where CDOT becomes a true partner with our communities and where we start Chicago down the road to a more just, equitable future.



Department Highlight

2020: A Relentless Year, a Record Response

While many Chicagoans worked from home, CDOT's 1,300 essential employees and their work on city streets never stopped. Crews took advantage of reduced traffic volumes on streets to resurface key corridors, and to make progress on safety and state-of-good-repair projects in neighborhoods across the city. Thanks to their dedication, CDOT:

- Installed, replaced, or repaired 45,000 traffic and street signs
- Filled nearly 400,000 potholes
- Paved more than 700 blocks of streets and alleys
- Installed new sidewalk at 900 locations through the Shared Cost Sidewalk Program
- Installed over 600 speed humps
- Installed 1,000 ADA-compliant sidewalk ramps
- Planted over 1,600 trees
- Installed 30 miles of new bikeways (two times more than in 2019)
- Re-striped 50 miles of existing bike lanes (five times more than in 2019)
- Installed 7.6 miles of Pop-Up Bus Lanes
- Repaired or replaced 145 blocks of sidewalks
- Installed 60 blocks of new curbs and gutters
- Added 250 blocks of new streetlights (100 more blocks than in 2019)
- Painted crosswalks and stop bars at 1,000 intersections
- Completed 123 blocks of arterial lighting

CDOT also aided the city's recovery from the massive summer storm, supporting cleanup and managing streets and bridges during times of crisis throughout the year.

This operational momentum in 2020 will propel CDOT to new records in 2021 and see the agency align its operations around mobility, environmental, and economic justice for all Chicagoans.

Department Highlight



CDOT Covid Actions and the Road Ahead

More than almost any year in the city's history, 2020 tested Chicago and the transportation infrastructure that supports it.

The pandemic quickly shuttered schools and many businesses in our city, but tens of thousands of essential workers still needed to reach jobs, people needed to reach medical appointments and shopping, and people in every neighborhood needed room for safe and healthy physical activity.

CDOT saw the potential for our streets to meet these challenges and within weeks took steps to keep the city moving, safe, and open for business.

The Department moved quickly to support community needs during the global pandemic, creating Shared Streets, allowing safe and socially distanced walking and biking on 125 blocks of neighborhood streets.

Early in the pandemic CDOT recognized the need for greater access to affordable transportation options and provided free access to the Divvy bike share system for healthcare workers and sharply reduced fares for all Divvy users. In the summer of 2020, CDOT launched its expansion of Divvy to the Far South Side, covering an additional

55 square miles of the city and thus becoming the nation's largest bike share system by geographic area. CDOT also began to introduce 3,500 e-bikes citywide. In addition, the Department created safer conditions for biking by doubling the miles of new bike lanes and quadrupling the miles of bike lanes re-striped over 2019. Working with the Chicago Transit Authority (CTA), CDOT created 7.6 miles of dedicated bus lanes, allowing buses to run faster and more reliably, decreasing unsafe crowding.

CDOT worked with the Department of Business Affairs and Consumer Protection and the Department of Cultural Affairs and Special Events to create 270 outdoor dining locations, allowing small businesses to remain open and providing neighborhood destinations. We also continued to address traffic congestion concerns both downtown and along crucial neighborhood corridors.

These emergency actions in 2020 exemplify the planning and implementation strategies and cross-department coordination that will make the goals in this plan successful in 2021 and beyond. CDOT will sustain, expand, and extend these programs into more neighborhoods, with more community collaboration.



Department Highlight

Using Equity Based Tools to Prioritize Investments

Chicago is turning the page on how it funds major projects—and how it prioritizes transportation infrastructure for neighborhoods that need it the most.

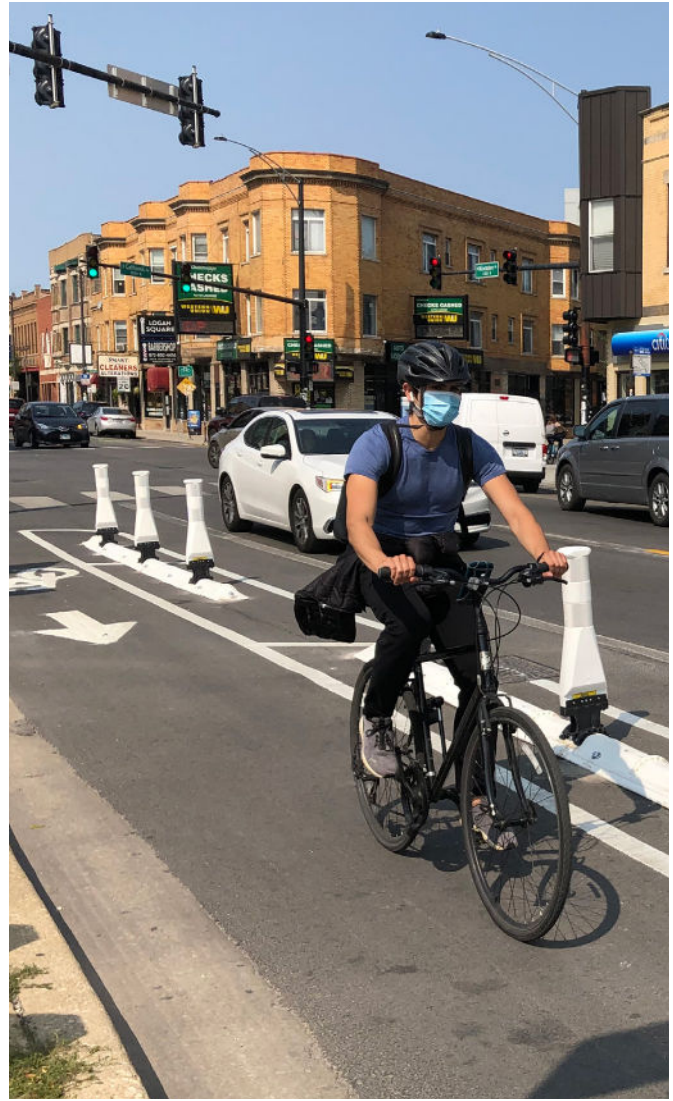
In the winter of 2020, Chicago’s City Council approved the first two years of dedicated bond funding for Chicago Works, Mayor Lightfoot’s five-year capital plan for infrastructure investment, bringing increased resources and smarter planning to a process that sometimes saw important projects take years to get off the ground while others were finished quickly.

Much of the multi-billion-dollar plan will be dedicated to the backlog of needed repair, resurfacing, and replacement of the City’s bridges and streets, accelerating the construction of Americans with Disabilities Act-accessible (ADA) sidewalks and ramps, and also bringing city streetlights, traffic signals, and other hardware into a state of good repair.




But rather than rely on a single metric—the overall condition of a street or sidewalk—this new approach will be equity-focused, needs-based, and data-driven, assessing the transformative effect that a transportation project could have on a particular neighborhood. CDOT is now developing an equity-based tool to evaluate and prioritize neighborhoods of the city that have been historically overlooked when planning transportation infrastructure projects. CDOT worked with the Center for Neighborhood Technology to develop a comprehensive mobility/economic index that identifies city neighborhoods that experience higher mobility and economic hardship and focus investments in those communities first.

Taken together, these steps will change how CDOT determines which projects to do when—and where. Potentially hazardous roadway conditions will never be ignored, and CDOT will never let up in its routine repair and maintenance. But wherever there is choice for long-term investment, that choice will be made in a way that promotes equity.





Access to Opportunity



Chicago is segregated along racial and income lines. Many neighborhoods with the fewest transportation options also have the highest levels of poverty and disproportionate concentrations of Black and Latinx residents. In Chicago, 43% of household income is spent just on housing and transportation costs—transportation expenses alone add up to nearly \$10,000 a year, largely due to the cost of buying, insuring, and maintaining a vehicle.

All Chicagoans need equitable access to safe, reliable, and affordable transportation choices. This is especially true in Black and Brown communities that experience longer commute times, have less access to transit, and pay more for transportation. Every decision CDOT makes should help to connect people of every age and physical ability in every neighborhood while also systematically reducing transportation costs, breaking the cycle of intergenerational poverty, and making geographic, social, and economic mobility possible.

Chicago's streets must be tailored to local needs, improving access to green and recreational spaces, and bringing the city's jobs, schools, and services within reach. CDOT can achieve this by closing gaps in the network with better and safer access to transit, biking, and expanding micromobility like scooters and bike share. We can also collect and use better data and technology to improve our streets and upgrade transportation infrastructure, and listen to communities to help create ownership at the neighborhood level, with a clearer focus on reconnecting the city and setting up residents for success.



Goals

Make it safer and easier to walk in Chicago

Virtually every Chicagoan is a pedestrian at some point in the day. Whether you ride the bus, drive, or bike, getting to and from your destination will require navigating the city's roads and sidewalks as part of the journey. Streets that are safe to cross and sidewalks that are maneuverable and wide enough to accommodate a wheelchair or stroller are necessary preconditions for a livable city. Every neighborhood should have Complete Streets—streets that have the necessary infrastructure to ensure safe and comfortable travel for everyone—and we will focus our efforts on the locations where pedestrians face the most risk.

- Review and revise Complete Streets Policy and Pedestrian Action Plan, with a focus on current policy needs including transit access, Vision Zero, equity, and walkability
- Complete the Smart Lighting Program (see page 56 for benchmarks)
- Improve the condition of existing sidewalks and provide sidewalks where they are missing
- Install and enhance crosswalks and curb ramps at transit stops and other priority locations with a focus on equity

Partner with CTA to reduce commute times and improve the transit experience for all Chicagoans

Getting to and from work or school is not just about convenience. Often where you live can dictate where you can work due to inefficiencies in the transportation network. Increasing availability of and access to reliable transit means fewer car trips. It also helps families not have to own a car, or more than one car, just to get where they need to go every day. CDOT will double down on its partnership with CTA by building walkable neighborhoods, accessible sidewalks, and transit-supportive improvements on key bus corridors.

- Expand transit access to more Chicagoans through coordination with CTA, Metra, and Pace
- Improve travel times on high-ridership bus routes
- Identify and implement rapid bus corridors
- Support development and implementation of eTOD policy and pilots

Make cycling a safe, affordable transportation option for more Chicagoans

The increase in people biking and the popularity of the Divvy bike share program shows the growing demand for cycling infrastructure. We will continue to support this demand by making Divvy accessible to every Chicagoan, building out the bike network, building more and better protected bike lanes, and measuring and analyzing where we go and how we get there to maximize the efficiency of this sustainable and healthy transportation mode.

- Bring Divvy to every Chicago neighborhood
- Expand Chicago's bike network, prioritizing protected bike lanes wherever feasible
- Expand micromobility solutions, such as e-scooters, for Chicago
- Improve bike ridership data collection



INVEST South/West Streetscapes

Mayor Lori E. Lightfoot announced her signature INVEST South/West program in October 2019 with the goal of bringing government, community leaders, businesses, and philanthropic organizations together to lay the foundation for the long-term revitalization of ten underinvested, BIPOC neighborhoods on Chicago's South and West Sides.

This signature initiative focused planning and funding tools along 12 commercial corridors in ten neighborhoods that have historically served as focal points for pedestrian

activity, retail, services, transportation, public spaces, and quality-of life amenities for local residents.

From the start, CDOT has been integral to INVEST South/West. In 2020, the department invested more than \$7 million in transportation improvements in communities, including new signs and pavement markings; ADA-compliant crosswalks; viaduct lighting improvements and power-washing; quick-build sidewalk extensions to improve pedestrian safety; and repairs to sidewalks, curbs, and bus stops.



CDOT's work also included a major painting and rehabilitation project for a railroad viaduct at 59th and Halsted that has created a canvas for a new community mural in Englewood. A second mural project is planned for the railroad viaduct at 58th and Racine Avenue.

Following the enactment of Mayor Lightfoot's Chicago Works Capital Plan (see pages 14-15), CDOT is investing \$150 million on nine major streetscape projects on the INVEST South/West corridors. These important projects will improve walkability, connectivity, access to

transit, aesthetics, and pedestrian safety in these neighborhoods.

With much-needed infrastructure improvements in these historically disadvantaged neighborhoods, CDOT and Mayor Lightfoot aim to spark not just an economic recovery, but a social, emotional, and mental health recovery for Black and Brown Chicagoans.



Reduce congestion on Chicago's streets

Reliability is the cornerstone of transportation planning. Congestion is the symptom of an inefficient transportation network and creates problems for every Chicagoan, whether driving, riding the bus, or waiting for a plumber or delivery. We will instigate change by reducing the need for solo car trips, promoting technology that manages signals and traffic, and incentivizing transit and other sustainable transportation modes.

- Establish a traffic management center at CDOT to coordinate with the Office of Emergency Management and Communications (OEMC) and to respond to changing traffic conditions
- Create a signal modernization program
- Assess viability of equitable pricing and other congestion mitigation strategies and policies

- Support the creation of a regional Traffic Demand Management program to reduce traffic congestion and its environmental impacts, incentivize the use of public transit and bikes, and reduce single-occupancy vehicle trips
- Make Chicago a leader in the equitable implementation of autonomous and connected vehicle technology

Make efficient use of Chicago's curb space

Whether for parking, pick-ups, deliveries, or even public seating, the curb is one of the most valuable pieces of public property that we control. We will work to improve our policies to program Chicago's curbs for their highest and best use everywhere possible.

- Establish efficient curb-space management strategies






Equity Challenge

"We are advocating for CDOT to establish a comprehensive process and strategy to remove racialized transportation inequities, utilize access to transportation to improve life outcomes in marginalized racial groups, and dismantle structural racism in Chicago's transportation sector. We want a transportation system in Chicago which does not require car ownership."

— Transportation Equity Network



Aligning Our Streets with Our Values



CDOT touches virtually every street in every neighborhood—and we are committed to using this reach to improve the safety and access to opportunity for every Chicagoan. Our streets must reflect a standard of care, responsibility, and support to meet these goals, and we must bring these same values and urgency to the design of our streets and our daily operations.

By investing in our streets, we are investing in the health and wealth of our communities. All neighborhoods should have well-maintained streets to support local businesses, encourage appropriate development, and remove barriers to economic opportunities. This means that we have to work harder to connect our transportation system with communities that need help the most.

We need to look at our streets not just as ways to connect commuters with downtown offices, but as neighborhood main streets, with all the shops and services they provide to communities. At the micro level, this means making sure all neighborhoods are connected with sidewalks and are navigable by residents of every age and with every kind of mobility challenge. It also means reforming our internal processes for prioritizing road repair, street lighting, and sidewalk construction targeting the neediest neighborhoods to make up for lost time and missed opportunities.

Committing to the health of Chicagoans requires looking at how transportation contributes to pollution and the negative health impacts that trucks, cars, and their emissions have on residents. It also requires investment in infrastructure improvements to encourage people to walk, bike, and take transit to reduce emissions from car trips, planting trees to increase shade in neighborhoods to reduce the urban heat island effect, and designing and building streets that reduce stormwater runoff and mitigate flooding.

We must take steps to address structural inequities that prevent investments from reaching Black and Brown neighborhoods, and look at how our investments can bring out the best in our city.

Goals

Adopt decision-making frameworks that prioritize equitable outcomes

Chicago Works, CDOT's first comprehensive capital plan in decades, is redesigning the entire decision-making structure of where and how funding gets spent. This process will now place an equity lens over every project decision and lift the veil on how these decisions are made so that transportation spending is a transparent and accountable process.

- Develop new metrics to evaluate and execute projects based on equity, safety, and condition
- Make data and decisions accessible and transparent to the public
- Train CDOT staff to incorporate equity into decision-making and operations



Use CDOT infrastructure to improve the quality of Chicago's air and water

Climate change is a threat to our planet and our legacy. Transportation is a huge environmental contributor to climate change, mostly through vehicle emissions. We aim to reduce the impact that local, regional, and national trips have on Chicago's air and water quality by promoting green infrastructure, improving access to electric vehicle charging stations, and reducing emissions.

- Reduce emissions from CDOT's fleet
- Use CDOT infrastructure to reduce flooding, the urban heat island effect, and other impacts of climate change and promote green infrastructure
- Increase availability of public charging stations for electric vehicles
- Update CDOT Sustainable Urban Infrastructure Guidelines
- Relaunch Chicago's Drive Clean Truck Program and expand other efforts to reduce emissions from truck fleets
- Restore Chicago's Lakefront and improve resiliency to combat climate change and erosion

Equity Challenge

"Industry and freight movement have an enormous impact on our communities. In neighborhoods like Little Village, air quality is poor, large trucks drive fast down all of our streets. We need CDOT to start to prioritize the health of our residents over the infrastructure for regional transportation."

— Transportation Equity Network

Equity Challenge

"Our neighborhood streets and sidewalks are in serious disrepair, and some of our neighborhoods still do not have sidewalks. The City of Chicago's model for distributing transportation resources is racially inequitable. We are advocating for CDOT to operationalize an authentic commitment to racial equity and use a comprehensive racial equity formula to distribute resources to reduce racialized inequities and improve outcomes."

— Transportation Equity Network

Bring CDOT's infrastructure into a state of good repair

Maintenance is the workhorse of a good transportation system. We will prioritize maintaining our existing infrastructure, filling potholes, repairing street lights, and replacing chipping concrete. Just as important, we will devise a system for prioritizing maintenance by applying an equity lens along with the condition assessment to try to address historic imbalances in the upkeep of our infrastructure.

- Develop an agency-wide asset management system
- Complete the Smart Lighting Program
- Restore all bridges to a state of good repair
- Advance the Viaduct Clearance Improvement Program and improve condition of underpasses
- Create a comprehensive and equitable street resurfacing program
- Expand CDOT's markings installation capacity
- Develop and distribute material and design standards for all project types
- Improve CDOT approval process and management of non-standard materials in the right-of-way

Mitigate community impacts of movement of freight through Chicago by improving safety and efficiency

Chicago is one of the nation's busiest freight hubs, collecting goods from all over the country and sending them back out again in every direction. The negative impacts of this commercial activity are felt most acutely in communities of color that are located proximate to Chicago's highways and freight hubs where asthma rates and respiratory illnesses are far more prevalent than in other parts of the city.

- Establish a citywide truck route network
- Develop comprehensive CDOT freight plan
- Establish electric bike delivery program to reduce the number of delivery trucks in the Central Business District and across the city
- Leverage Chicago's leadership in transportation and logistics by encouraging connected and autonomous technologies that make freight and delivery services safer and cleaner
- Continue to implement the CREATE program and maximize other freight rail partnerships
- Expand CDOT's role in the movement of goods and services on the city's waterways

Improve the efficiency of and modernize local street funding

A significant portion of our investments in streets and infrastructure are allocated through neighborhood menu funding. We will improve the program by setting new deadlines for project requests and increasing funding flexibility to make every dollar count.

- Update deadlines to ensure neighborhood menu funding is programmed and spent expeditiously and efficiently
- Increase the purchasing power of neighborhood menu funding in the wards
- Improve ward/CDOT coordination by providing quarterly training for Aldermanic staff

Increase CDOT's flexibility in spending transportation funds

It's well-known that transportation spending is highly restricted and limits what funding can be spent where, while some communities fail to meet artificial constraints and technical requirements. By seeking new sources of funding and loosening restrictions on others, we can spend funds where they *need* to be spent, instead of just where they *can* be spent.

- Generate new revenue opportunities to provide reliable funding for critical infrastructure
- Increase access to and flexibility of funding sources to allow for more equitable investment on city streets

Shoring Up Chicago's Future

Chicago is defined by its relationship with its rivers and the Lake Michigan shoreline. That relationship is being drastically affected by climate change and increased storm activity and CDOT has risen to that challenge.

Faced with historically high water levels in Lake Michigan, CDOT joined forces with the Chicago Park District and the US Army Corps of Engineers on the Shoreline Protection Project to protect the city's lakefront from the ongoing threat of major storms.

When complete, this project will have reconstructed over nine miles of Chicago's lakefront with concrete and steel structures, stone retaining walls, and beaches.

CDOT partnered with the Park District and Army Corps in 2019 to protect major shoreline roadways, including Lake Shore Drive, South Shore Drive, and Sheridan Road. This emergency work included a \$3.5 million project to shore up four North Side locations at Juneway, Rogers, Howard, and Hartigan Beaches.

Additionally, a \$1.5 million emergency project at Morgan Shoal repaired and shored up the lakefront trail on the South Side, which was damaged by a severe storm in the fall of 2019. CDOT received an additional \$1.5 million in grant funding from the Metropolitan Water Reclamation District for Morgan Shoal revetment work to address further damage caused by the storms of January and April of 2020. CDOT is also partnering with the Park District for a \$1 million beach shoring project at Arthur Ashe Beach and Park which should be complete in early 2021.


Two remaining projects include Morgan Shoal and Promontory Point, which are funded for \$74 million in Chicago Works, Mayor Lightfoot's five-year capital plan.

The city of Chicago will move forward with the Army Corps of Engineers to conduct a feasibility analysis to assess the next eight miles of shoreline protection needs so that issues can be addressed before there is an emergency.





Streets Free from Violence



Life on Chicago streets is frequently interrupted by violence. The toll of gun violence on our neighbors and neighborhoods is heartbreaking and fighting it requires contributions from every resident, every community, and every government agency. As we must confront violence in all of its forms, we must also recognize and confront traffic violence on our streets. Around 100 Chicagoans die in traffic crashes on city streets every year and thousands more are injured. We must recognize these crashes as a fundamentally preventable form of violence and intervene with every tool we have.

CDOT is committed to protecting the physical safety of every person on the street from traffic violence. We are also committed to building streets that aren't just statistically safe, but that look and feel safe. Streets where families aren't worried for their child, parent, or grandparent crossing the road. Streets where caregivers with strollers and shopping carts, young or inexperienced bike riders, or people using wheelchairs, canes, or mobility devices feel equally welcome and protected.

Chicago's Vision Zero policy refuses to accept traffic deaths as inevitable. Eliminating fatalities requires building a new kind of street. We must change our streets from drive-through corridors into local destinations that operate at a more human pace. We are also committed to prioritizing design over enforcement as a primary Vision Zero strategy.

Implementing an equitable process to expand neighborhood shared and dining streets will support local businesses and residents, bringing more neighbors to the street. Lower speed limits, safer walking environments, better street lighting, and public art will invite more local residents to walk and enjoy their streets. More people on the street means more eyes on the street, keeping neighborhoods safe and setting the foundation for a safer Chicago.

Goals

Reduce dangerous driving on Chicago's streets

As our city continues to redefine what safety truly means, CDOT will never waver in our efforts to prevent dangerous driving, reduce crashes and injuries, and save Chicagoans' lives. By designing safer streets, setting lower speed limits, and better educating drivers about the critical role they play, we can ensure that our city's streets move at the speed of life.

- Design and build streets that encourage safe driving speeds and habits
- Establish safer speed limits
- Improve driver safety education in Chicago
- Improve safety for all road users at construction sites
- Improve quality of crash data
- Review automated enforcement procedures and impacts with a focus on equity

Elevate Vision Zero in Chicago

As we've learned from cities across the globe, a holistic Vision Zero policy is greater than the sum of its parts. That's why we are committed not just to doubling down on our street safety efforts, but to building Vision Zero into the agency's central mission and responding not just where the data leads us, but where communities need us to be.

- Better integrate Vision Zero into city policy making
- Incorporate the most effective street design elements to provide the highest level of pedestrian and bicyclist safety and comfort possible
- Elevate the voices of Chicago's communities into the city's Vision Zero efforts
- Integrate Vision Zero into all project design and scoping assessments
- Incorporate Vision Zero into all city agency fleet management protocols

Expand CDOT's role in making Chicago's streets safer and more vibrant

Streets are so much more than just asphalt and concrete, and safety is about more than just preventing car crashes and injuries. By designing greener, more attractive streetscapes, and building new jobs and opportunities into our design process, our transportation infrastructure can lead us down the road to neighborhoods that are truly safe, welcoming, and accessible for all Chicagoans.

- Support the implementation of Neighborhood Activation, a placemaking program of Chicago's "Our City, Our Safety" violence reduction plan
- Expand the Community Greening program
- Expand the Greencorps Chicago program
- Make it easier for Chicago communities to activate their streets

Make Chicago's streets more responsive to community needs

The COVID-19 pandemic has redefined what safety means, and as we retool our institutions to meet these new, urgent needs, we must transform our streets as well. By including more neighborhoods in the Shared Streets program and expanding outdoor dining and reclaiming road space to create new places for people, we can improve both public health and neighborhood vitality, and ensure these successful programs continue to enhance our city long after the virus has passed.

- Create a more equitable process to expand the Shared Streets model to more Chicago neighborhoods
- Make Expanded Outdoor Dining permanent and explore opportunities for other types of small businesses to participate
- Expand Make Way for People, Chicago's placemaking program
- Support art in the public realm and the right-of-way

Equity Challenge

"Our communities are deeply concerned primarily about three types of violence: interpersonal/gun violence, police/structural violence, and vehicular violence. With significant levels of violence deeply and adversely impacting our streets, we are advocating for CDOT to invest in strategies, programs, and infrastructure to reduce all forms of violence in our communities while recognizing the need to address trauma from past violence on our streets. This comprehensive approach, and incorporation of violence reduction strategies into planning, will help increase walking and cycling in predominantly Black and Brown communities."

— Transportation Equity Network

Greencorps Chicago: Changing the City, Changing Lives

Building a stronger, more inclusive future for Chicago through partnership

Greencorps Chicago offers an opportunity for Chicago residents to create change in their lives and communities through training, service, and career opportunities in environmental fields. The CDOT-led program provides paid job training and a career path for unemployed and underemployed Chicagoans, including returning citizens and those with other barriers to employment. Greencorps gives trainees hands-on skills in greening and landscaping while improving Chicago's public spaces and natural areas and transforming empty lots, medians, and streetscapes into attractive places across the city.

Despite many challenges in 2020, CDOT trained 35 individuals as part of the Greencorps program. Trainees built a rain garden in a neglected lot at Overton Grade School in partnership with Emerald South Economic

Development Collaborative and the Center for Neighborhood Technology. The Greencorps team also piloted an initiative with the Maafa Redemption Project, a faith-based residential program focused on supporting at-risk adult men of color in the West Garfield Park neighborhood. An eight-week program was created specifically for participants of Maafa to provide training in landscaping as well as to beautify the neighborhood and deepen a sense of ownership and community.

In 2021, Greencorps is receiving an additional \$2 million thanks to a grant awarded by the State of Illinois' Restore, Reinvest, and Renew Program, a key element of the Cannabis Regulation and Tax Act. This funding will allow CDOT to expand the program to accommodate at least 50 trainees who will earn \$15 per hour for time spent in the classroom and in the field. Training began in late March and will go through the end of the year.



CDOT is also reviving Greencorps Chicago Youth, a summer youth employment program that exposes students at Chicago Public High Schools to service projects and careers in sustainability fields including bicycling and horticulture. Trainees participate in a robust paid program that begins with skills in bicycle riding and basic maintenance. Trainees then use their bicycles to travel to various sites for the remainder of the seven-week program, where they learn about urban forestry,


ecological restoration, and work readiness. Greencorps Chicago Youth also employs a social worker to develop a trauma-informed approach to the program as well as to support the individual social and emotional needs of each student participant.



A CDOT
That Works

w CHICAGO AV

w Chicago Av



CDOT's employees don't just get the job done, they understand who they're doing the job for. The 1,300 employees of CDOT are the essential, human infrastructure supporting our city. Their efforts every day are as crucial as the city's 4,000 miles of streets, 1,900 miles of alleyways, 300 bridges, 360 miles of bikeways—and all of the signs and signals, streetlights, concrete, asphalt, and markings that they are responsible for.

However, this department does not only measure success in miles of pavement. It also measures the impact that our decisions have on people's lives every day.

CDOT takes this responsibility seriously, recognizing that transportation planning must be something done *with* communities and not *to* communities. Nobody understands Chicago better than its residents, and it is their insight and expertise

that is the basis for great projects. CDOT is committed to expanding its partnership with communities, deepening the consultation process, bringing more voices to the table, and being more clear and collaborative about its projects, processes, and communication with communities.

CDOT also understands that employees that feel valued and respected are productive, collaborative, and bring their full self to the job. Therefore we will focus on supporting a positive staff culture by recognizing the contributions of our employees, improving channels of communication, and offering training and professional development opportunities. In the process, CDOT will become a great place to work.



Goals

Improve relationships with communities and be more responsive to local needs

In a city with more than 2.7 million people speaking dozens of languages, no single department can know every community's needs and no single solution will work on every street. That's why we're committed to putting the public back into the engagement process: from opening new communications channels, to unprecedented access to CDOT planning documents and data, we will strive to meet Chicagoans where they are so we can design streets that get them where they need to go.

- Create a senior leadership position at CDOT to focus on community outreach and engagement
- Make information on CDOT projects and activities more available and transparent
- Provide communities with clear, consistent points of contact at CDOT
- Work with community groups to engage residents and develop new communication strategies

Improve CDOT's ability to recruit and retain staff

At CDOT, we understand that we cannot design world-class transportation infrastructure without world-class support. By bringing new faces and new ideas into the fold, providing staff with ongoing training, and planning for the future of CDOT leadership, we'll prepare ourselves to face the challenges we face today, and for decades to come.

- Develop a department-wide succession plan
- Create a larger and more diverse CDOT candidate pool
- Develop a comprehensive training module for all new and existing CDOT staff
- Enhance onboarding and exit interview procedures

Make CDOT a great place to work

Just as we know that individual communities know best the changes needed on their streets, we understand that it's our individual employees who will deliver them. That's why we're committed to giving our staff the freedom to innovate and to speak their mind, the recognition they deserve, and the tools they need to do their job well. With an energized, empowered staff that reflects the city they serve, we can design, build, and maintain the streets we all deserve.

- Identify opportunities to support a positive staff culture
- Provide staff with opportunities for advancement within CDOT
- Increase opportunities for staff communication and recognition
- Expand employee/manager training and professional development opportunities
- Provide staff with the best hardware and software for the job

Equity Challenge

"Our communities are often left out of the real decision-making process and find out about projects and major issues that affect our neighborhoods after they have already been decided. We want our communities to own the transportation planning process (without being overburdened and appropriately compensated for time) and establish a transparent and comprehensive partnership with CDOT, which includes the leadership, communication, and decision-making being centered in our neighborhoods that include the most marginalized voices."

— Transportation Equity Network



Vision Zero West Side Plan

A Community Safety Approach

Every day, five people are seriously injured and every three days someone is killed in a traffic crash on Chicago streets. However, traffic crashes affect communities unequally. The Vision Zero Chicago Action Plan reports that people of color and people living in areas of high economic hardship are disproportionately impacted by serious injury and fatal traffic crashes. People living in areas of high economic hardship are three times as likely to be killed in a traffic crash, while Black Chicagoans are more than twice as likely to be killed in a traffic crash than white Chicagoans. The Vision Zero Chicago Action Plan identified seventy

miles of High Crash Corridors and eight High Crash Community Areas, including Garfield Park, North Lawndale, and Austin on the City's West Side.

CDOT responded to this public health crisis by working directly with West Side residents, learning from their knowledge and expertise of the neighborhood to develop a community traffic safety plan. Through community events, CDOT worked with 800 community residents to identify the most relevant issues related to traffic safety and mobility. A set of strategies was developed and implementation began soon after. For example, along with the release of

the Vision Zero West Side Plan, CDOT installed new bicycle and pedestrian infrastructure along the Madison Avenue corridor in Garfield Park. Key community partners of the Vision Zero West Side Plan included the Garfield Park Community Council, the North Lawndale Community Coordinating Council, Lawndale Christian Health Center, Build, and Austin Coming Together.

In the short time since the release of the Vision Zero West Side Plan more than \$6 million has been invested in infrastructure improvements, planning, and programming in these communities. The relationships with our community

partners have been instrumental in the continued efforts to raise awareness of Vision Zero and make biking and walking a better option for people. Making our streets safer for those most vulnerable isn't only about traffic safety, it is a conduit for elevating the quality of life for residents, supporting economic development, and reducing barriers to neighborhood assets.

In 2021, CDOT will kick-off engagement efforts for two important community-based plans: Vision Zero South Side in Washington Park and Englewood and Vision Zero Northwest Side in Belmont Cragin and Humboldt Park.



4

West Side
Community
Events

800+

People
Engaged

50

Events
Attended
by Bike
Ambassadors
on the
West Side

170

Vision Zero
Pledges
Signed

1

Rapid Delivery
Safety
Improvement

Equity Challenge

"Construction (capital) projects seem to take forever and don't seem well coordinated with other agencies' work. CDOT needs to coordinate better with other agencies and complete work more efficiently and have a process to account for and address equity impacts within those capital projects."

— Transportation Equity Network

Deepen our relationships with partner agencies

The COVID-19 pandemic remade how every level of government works and showed what was possible when agencies worked together, not at cross purposes. Remaking Chicago's streets and delivering equitable, sustainable results on the ground will require no less creativity and collaboration. From an enhanced partnership and new street design templates developed with IDOT, to stronger alliances with our sister city agencies, CDOT is committed to building both smarter streets and stronger partnerships.

- Create a joint IDOT-CDOT working group to facilitate interagency conversation and collaboration
- Collaborate closely with sister agencies to deliver on the city's equitable development goals



Improve CDOT processes to maximize impact and efficiency

As we ask Chicagoans to tell us how we can design streets that work better for them, we must ensure that our agency is prepared to deliver on those demands. CDOT is committed to improving our ability to manage projects from concept to construction and every step in between, making more efficient use of our staff's skill sets, and reducing red tape that has slowed too many projects in the past. By making ourselves a better agency, we can deliver better streets for Chicagoans.

- Establish a department-wide project management software system
- Develop strategic process for evaluating grant opportunities
- Streamline approval processes and practices

Prioritize workplace safety and staff support

Chicago has never asked as much from city staff and first responders as we have during the pandemic, and our CDOT staff has never put more on the line. That's why we are committed to ensuring that staff support, access to critical safety equipment, and rigorous, industry-leading safety guidelines outlast any crisis and remain permanent fixtures for all CDOT staff.

- Establish leadership position to oversee safety
- Review and update safety protocols for all field offices and positions



Benchmarks

Access to Opportunity

Goal: Make it safer and easier to walk in Chicago			
Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Review and revise Complete Streets Policy and Pedestrian Action Plan, with a focus on current policy needs including transit access, Vision Zero, equity and walkability	Partner with CTA and Metra to identify transit access goals and priority locations	Assess progress toward Chicago Pedestrian Plan 2022 goals and establish policy focus areas, by Year 2	CDPH CTA IDOT
	Implement Complete Streets pedestrian improvements on 10 miles of IDOT roadways	Establish pedestrian counting program at strategic corridors and intersections	Metra MOPD
	Identify funding for bike and pedestrian counts, including project before and after data	Establish an internal pedestrian safety and access working group to promote cross-collaboration	
Improve the condition of existing sidewalks and provide sidewalks where they are missing	Review 311 requests and other data and create a sidewalk priority location list	Establish a sidewalk condition database to enhance sidewalk maintenance program	CDPH MOPD
	Identify funding and initiate sidewalk condition assessment	Revise Shared Cost Sidewalk program to include a need-based component	
	Conduct review of Shared Cost Sidewalk Program	75% of intersections have ADA-compliant ramps	
	Construct or coordinate installation of 8,000 new ADA ramps		
Install and enhance crosswalks at transit stops and other priority locations with a focus on equity	Develop plan for crosswalk installation and maintenance at schools and bus stops and develop priority location list	Expand regular crosswalk installation and maintenance program to include additional priority locations	CDPH CTA MOPD
	Develop an approval checklist for all in-house and contractor crosswalk markings	Include crosswalk assessment in Pavement Condition Index	

Goal: Partner with CTA to reduce commute times and improve the transit experience for all Chicagoans

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Expand transit access to more Chicagoans through coordination with CTA, Metra, and Pace	Identify CMAQ FTA, and other potential federal and state funding for transit access improvements	Increase in-house transit planning and implementation capacity	Amtrak CTA
	Improve CDOT integration into CTA and Metra project development to identify opportunities for other improvements (e.g., Divvy, crosswalks, etc.)	Make station access improvements to five CTA stations and one METRA station	Metra MOPD Pace
	Coordinate with Amtrak on implementing elements of Union Station Master Plan	Partner with Metra to establish goals for increasing Chicagoans' access to commuter rail service	RTA
	Participate in Red Line Extension project status meetings and support Preliminary Engineering and Environmental Impact Statement phases, as appropriate		
Improve travel times on high-ridership bus routes	Add 1-2 additional Pop-Up Bus Lanes and complete assessment of Pop-Up Essential Bus Lane Pilot	Install 2-3 permanent bus lane projects	CTA
	Establish a priority network of future tactical bus lane projects		
Identify and implement rapid bus corridors	Work with CTA to complete Better Streets for Buses study	Install an additional 100 transit signal priority intersections	CTA
	Install 50 additional transit signal priority intersections annually		
Support development and implementation of eTOD policy and pilots	Participate in DPD's development of eTOD ordinance and implementation of pilot projects	Support any future efforts to update zoning or other ordinances to support eTOD policies related to transportation	DPD
	Identify specific opportunities to codify eTOD or incorporate principles of eTOD into project work	Track eTOD developments to align pedestrian, bicycle, and transit investments in the vicinity	
	Coordinate with DPD on revisions to the Sustainable Development Policy to include additional transportation options		

Goal: Make cycling a safe, affordable transportation option for more Chicagoans

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Bring Divvy to every Chicago neighborhood	Continue citywide Divvy expansion, including more than 200 new locations on the South, Southwest, West, and Northwest sides	Citywide expansion of Divvy completed with a total system size of over 1,000 locations and 16,500 bikes	Aldermen CDPH Community & Advocacy Organizations Divvy DPD
	Coordinate with DPD to encourage developers to further expand the Divvy system through the Chicago Sustainable Development Policy	Ebike charging capability expanded to 95 more locations	
	Pilot ebike charging stations at 15 locations	Achieve a ridership of at least 1.5 Divvy trips per day for every thousand residents in five determined Mobility and Economic Hardship (MOBEC) areas from May to October	
Expand Chicago's bike network, prioritizing protected bike lanes wherever feasible	Set new criteria and benchmarks for bikeway network expansion	Increase number of protected bike lane miles by 50%	Aldermen CDPH Community & Advocacy Organizations Divvy IDOT
	Complete 50 miles of bike lane network expansion with a focus on South/West Sides	Complete a protected bike lane project on one downtown corridor annually	
	Develop a plan for and begin implementation of an expanded downtown protected bike lane network	Continue development and implementation of the Neighborhood Bike Network program	
	Establish a framework for Neighborhood Bike Network planning and begin the process in 3 West Side communities	Standardize conflict point improvements and implement whenever feasible	
	Identify opportunities to pilot enhanced infrastructure design at bus stops, intersections, and other conflict points to increase cyclist comfort and safety	Eliminate an additional 10 miles of gaps in bike network	
	Conduct bike network gap assessment and eliminate 5 miles of gaps in bike network	In partnership with IDOT, complete implementation of 3 protected bike lanes on state routes	
	Work with IDOT to install protected bike lanes on state routes		
Expand micromobility solutions, such as e-scooters, for Chicago	Complete scooter program evaluation and partner with communities to determine next steps	Continue to track new innovative shared modes and evaluate for introduction in Chicago	Academic Institutions Aldermen Community & Advocacy Organizations

Goal: Reduce congestion on Chicago's streets

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Improve bike ridership data collection	<p>Review ridership data collection capacity and procedures</p> <p>Conduct citywide ridership count</p> <p>Establish a procurement, installation, and maintenance framework for automated bike counting system</p>	Install first phase of automated bike counters	Community & Advocacy Organizations
Establish a traffic management center (TMC) at CDOT to coordinate with the Office of Emergency Management and Communications (OEMC) and to respond to changing traffic conditions	<p>Bring the TMC online to manage 400 signals</p> <p>Install data collection cameras on 50 signals annually</p> <p>Establish Don't Block the Box education program</p>	<p>Use TMC to remotely manage 1000 signals across the city</p> <p>Pilot adaptive signal control for real-time traffic condition response</p> <p>Install real-time camera data collection on 100 signals</p> <p>Pilot "Don't block the box" cameras downtown</p> <p>Draft state legislation legalizing and identify sponsors for "Don't Block the Box" enforcement cameras, by Year 2</p>	<p>AIS</p> <p>Finance</p> <p>OEMC</p>
Create a signal modernization program	<p>Design 50 signal upgrades annually</p> <p>Identify state, federal or other grants to accelerate signal modernization, signal engineering and maintenance staff and consultant training</p> <p>Install pedestrian countdown signals at 30 additional intersections downtown</p> <p>Install pedestrian countdown signals at 50 citywide priority intersections annually</p> <p>Install accessible pedestrian signals at 30 intersections annually</p> <p>Retrofit 300 signals for wireless communication annually</p>	<p>Upgrade and network 50 signals annually, by Year 2</p> <p>Double the number of signal engineers and triple the number of signal technicians</p> <p>Pedestrian countdown signals installed at all downtown intersections</p> <p>Ensure that intersection technology upgrades are forward compatible with advances including autonomous vehicles and connected vehicles</p>	<p>AIS</p> <p>MOPD</p> <p>OBM</p>
Assess viability of equitable pricing and other congestion mitigation strategies and policies	Complete the Congestion Pricing and Mobility Study	Identify strategies for implementation of policies identified in Congestion Pricing and Mobility Study	

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Support the creation of a regional Traffic Demand Management (TDM) program to reduce traffic congestion and its environmental impacts, incentivize the use of public transit and bikes, and reduce single-occupancy vehicle trips	Identify program needs, partners and funding opportunities	Introduce a regional TDM program	CMAP
	Identify funding for additional neighborhood-based TDM programs		CTA RTA
Make Chicago a leader in the equitable implementation of autonomous and connected vehicle technology	Determine appropriate connected vehicle and signal technology to prepare City for autonomous and connected vehicles	Install ten pilot connected vehicle intersections	CTA
		Consider autonomous vehicle pilot opportunities	IDOT
		Draft an RFI to solicit advanced traffic automated driving system (ADS) technology demonstration pilots	

Goal: Make efficient use of Chicago's curb space

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Establish efficient curb-space management strategies	Identify funding for procurement of existing curb use data or for conducting a curb use inventory	Implement pilot programs in at least 3 neighborhoods	BACP
	Conduct a curb space need assessment with a focus on loading zone consolidation and pick-up/drop-off zones		Community & Advocacy Organizations
	Expand pick-up/drop-off zones to additional neighborhoods		Finance

Aligning Our Streets with Our Values

Goal: Adopt decision-making frameworks that prioritize equitable outcomes			
Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Develop new metrics to evaluate and execute projects based on equity, safety, and condition	Establish annual targets for resurfacing, sidewalk repair, signal upgrades, and other key infrastructure investments	Conduct annual review of project prioritization standards and implementation targets	Community & Advocacy Organizations
	Establish a working group to focus on equitable outcomes, project prioritization, and standards for CDOT projects		
	Develop methodology to use 311 requests as data to inform decision-making		
Make data and decisions accessible and transparent to the public	Publish equitable project selection criteria	Complete and launch public-facing project prioritization dashboard	AIS Law
	Investigate opportunities to release raw, disaggregated data for public use		
Train CDOT staff to incorporate equity into decision-making and operations	Pilot training program for Project Development, Engineering, Administration, and Infrastructure Management divisions	Continue to support and participate in ongoing efforts of OERJ	Chief Equity Officer
	Identify Racial Equity Liaison to serve as primary contact for the Mayor's Office for Equity and Racial Justice (OERJ) and convene working group	Offer additional training and learning opportunities to advance staff understanding of racial equity	
		Provide equity training to all existing staff and incorporate into onboarding process for new staff	

Goal: Use CDOT infrastructure to improve the quality of Chicago's air and water

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Reduce emissions from CDOT's fleet	Monitor and apply for funding opportunities to replace CDOT's oldest diesel equipment	Work with AIS to implement accelerated attrition plan for oldest diesel equipment & vehicles	AIS
	Analyze CDOT's light-duty fleet for electrification opportunities		CDPH
	Explore funding opportunities for equipment upgrades and electrification		Chief Sustainability Officer DPS OBM
Use CDOT infrastructure to reduce flooding, the urban heat island effect, and other impacts of climate change and promote green infrastructure	Participate in the creation of the Chicago's Climate Action Plan	Align CDOT's investments and policies with a carbon emissions reduction trajectory identified in Chicago's Climate Action Plan	Aldermen
	Review and expand green alley designs and project specifications		CMAP
	Integrate CNT analysis of flood-prone neighborhoods into green alley project selection	Install 250 green alleys by 2025	DPS
	Install one green alley per ward per year		DSS
	Review and expand street designs and specifications to increase the ability of streets to manage stormwater and reduce flooding, urban heat island, and resource consumption	Track use and performance of carbon-sequestering concrete	DWM
	Review new and innovative asphalt and concrete mixes, permeable surfaces and reflective materials	Work with IDOT on approval for state-funded projects that use emerging, sustainable materials and methods	IDOT
	Determine appropriate uses for concrete that sequesters carbon		
	Work with contractors to incorporate technology that improves efficient use of resources and materials and reduces waste		
Collaborate with partners to determine a scope for a life cycle cost assessment of commonly used materials that includes equity and environmental justice as factors and identify funding			

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Increase availability of public charging stations for electric vehicles (EV)	<p>Complete the investigation into potential charging station locations</p> <p>Release Request for Application for grant-funded public fast-charging stations installation contract</p> <p>Educate private developers on EV charging station benefits and provide technical assistance</p>	<p>12 public chargers operational</p> <p>Disseminate Easy EV Multiunit Dwelling toolkit to development industry</p>	<p>CDPH</p> <p>Chicago Area Clean Cities</p> <p>DCEO</p> <p>IDOT</p> <p>IEPA</p> <p>USDOE</p>
Update CDOT Sustainable Urban Infrastructure Guidelines (SUIG)	Review SUIG internally and with appropriate stakeholders to increase adherence to guidelines and to simplify program administration	Reissue updated SUIG, hosting informational sessions as requested	<p>Chief Sustainability Officer</p> <p>DPD</p>
Relaunch Chicago's Drive Clean Truck Program and expand other efforts to reduce emissions from truck fleets	<p>Advocate for reinstatement of Buy America Waiver in order to release \$17M in federal funds for the Drive Clean Truck Program</p> <p>Develop strategy to increase Drive Clean Truck Program utilization in communities disproportionately impacted by diesel emissions</p> <p>Continue participating and leading the Chicago Area Clean Cities Coalition, encouraging more fleets to participate and commit to take action</p> <p>Launch and promote the Chicago Commercial Electric Vehicle Readiness Guidelines</p>	<p>Use federal funds to deploy 300 electric and hybrid trucks and buses</p> <p>Over 50% of original Drive Clean Truck Program program funding is allocated and ongoing funding sources identified</p> <p>Continue tracking GHG & petroleum use reductions by Chicago Area Clean Cities stakeholders</p> <p>Support DPD's update to the Sustainable Development Policy to recommend clean fleet strategies. Following update, track & evaluate uptake of actions</p>	<p>AIS</p> <p>CDPH</p> <p>CMAAP</p> <p>DPD</p> <p>FHWA</p> <p>IDOT</p> <p>USDOE</p>
Restore Chicago's Lakefront and improve resiliency to combat climate change and erosion	<p>Partner with IDOT to incorporate improved flooding reduction plans into the Lake Shore Drive rehabilitation</p> <p>Design Morgan Shoal shoreline revetment project</p> <p>Advance the Calumet River and Harbor dredging sediment disposal plan</p>	<p>Construction of Morgan Shoal shoreline revetment project in 2023</p> <p>Design of Promontory Point shoreline revetment project</p> <p>Begin planning and engagement for Promontory Point shoreline revetment project</p>	<p>Chicago Park District</p> <p>IDOT</p> <p>USACE</p>

Goal: Bring CDOT's infrastructure into a state of good repair

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Develop an agency-wide asset management system	<p>Expand asset management system (bridges, street lighting, and pavement condition index) to include markings, viaducts, and ADA ramps</p> <p>Identify funding sources for condition assessments of signage, bike lanes, sidewalks, and alleys</p>	<p>Expand asset management system to include signage, bike lanes, sidewalks, and alleys</p> <p>All agency infrastructure included in asset management system</p> <p>All field inspectors have access to inventories/digital database</p>	<p>AIS</p> <p>IDOT</p>
Complete the Smart Lighting Program	<p>Reduce street lighting energy consumption by 50 percent</p> <p>Complete Smart Lighting upgrade of 270,000 streetlights, with an expected rebate of \$35M</p>	<p>Complete Smart Lighting Upgrade of 19,000 viaduct lights</p> <p>Identify funding to upgrade remaining 60,000 remaining ornamental/CMH light fixtures to LED</p> <p>Complete full lighting replacement of 100 residential blocks by Year 2</p> <p>Reduce maintenance response times</p>	
Restore all bridges to a state of good repair	<p>8 bridge construction projects underway</p> <p>20 bridge projects in initial planning and design phase</p>	<p>9 bridge construction projects complete</p> <p>6 bridge construction projects underway</p> <p>23 bridge projects in initial planning and design phase</p>	<p>FHWA</p> <p>IDOT</p> <p>OBM</p>
Advance the Viaduct Clearance Improvement Program and improve condition of underpasses	<p>Help coordinate railroad viaduct improvements affecting CDOT infrastructure</p> <p>Finalize the Viaduct Clearance Priority Project list</p> <p>Rehabilitate 5 underpasses</p> <p>Begin construction on viaduct clearance project at Cermak/Kenton</p>	<p>Improve vertical clearance at 2 locations</p> <p>Advance clearance improvement designs at 2 additional locations</p> <p>Rehabilitate 23 underpasses by year 5</p>	<p>Freight Rail Operators</p>

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Create a comprehensive and equitable street resurfacing program	<p>Establish collector street resurfacing program</p> <p>Resurface 67 miles of arterial streets per year</p> <p>Design 37 WPA-era blocks per year</p> <p>Use 311 and other data to determine location and sequence of resurfacing projects to ensure equitable outcomes</p>	<p>Resurface 500 blocks of collector streets annually, by Year 2</p> <p>Replace 37 WPA-era blocks per year</p>	<p>Advocacy Organizations</p> <p>Aldermen</p>
Expand CDOT's markings installation capacity	<p>Identify lead to coordinate annual pavement marking plan each spring</p> <p>Investigate materials and methods of pavement markings to find efficiencies</p>	<p>Refresh pavement markings on 20 percent of arterial network per year</p>	<p>DWM</p> <p>Utilities</p>
Develop and distribute material and design standards for all project types	<p>Convene design excellence working group</p> <p>Begin consolidation and centralization of all design standards across CDOT units and consultants</p> <p>Establish QA/QC procedures for all designs prior to construction</p>	<p>Create single, shareable library of all design standards for all CDOT units and consultants</p> <p>Establish annual standard review, reform, and communication process</p> <p>Distribute latest design and maintenance standards to all department contractors annually</p> <p>Train all consultant staff managing contractors on new standards</p>	<p>DPD</p>
Improve CDOT approval process and management of non-standard materials in the right-of-way	<p>Create inventory of existing non-standard elements</p> <p>Develop maintenance agreements for existing/future specialty materials (pavers, lighting, etc.)</p> <p>Develop maintenance agreements between CDOT and community organizations for existing/future specialty materials (pavers, lighting, etc.) that are easy to understand and adhere to</p>	<p>Identify and publicize standardized replacement materials for all existing specialty materials</p>	<p>Community & Advocacy Organizations</p>

Goal: Mitigate community impacts of movement of freight through Chicago by improving safety and efficiency

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Establish a citywide truck route network	Convene a task force with partner agencies, environmental justice advocates, and the private sector	Finalize the network and publish and distribute the truck route map	CCDOTH Chief Sustainability Officer Community & Advocacy Organizations DPD IDOT Trucking Industry
	Identify consultant and funding needs	Partner with the private sector and tech industry to distribute the route network via mapping software, APIs, and a dedicated website	
	Create a shared permitting system with the state and county for overweight and oversized trucks	Establish real-time data collection efforts to monitor compliance	
Develop comprehensive CDOT freight plan	Convene working group of public and private freight stakeholders and establish regular meetings	Complete and begin implementation of CDOT freight plan, including infrastructure investments, community and economic development, and workforce initiatives	BACP CCDOTH Chief Sustainability Officer CMAP Community & Advocacy Organizations DPD Finance Freight rail operators IDOT Port of Chicago Trucking Industry
	Explore freight initiatives including an off-hour delivery program and an expanded commercial loading zone program		
	Establish freight data analysis program including truck counts, parking/loading zone demand and crash locations		
Establish electric bike delivery program to reduce the number of delivery trucks in the Central Business District and across the city	Collaborate with delivery companies to encourage deployment of bike fleet	Continue to promote program, track performance metrics and evaluate the benefits of program	AIS BACP
		Work with AIS to investigate opportunity for a city employee bicycle fleet for moving people and goods	

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Leverage Chicago's leadership in transportation and logistics by encouraging connected and autonomous technologies that make freight and delivery services safer and cleaner	Convene a working group to identify funding and potential pilot projects	Working group oversees pilot project	DPD World Business Chicago
Continue to implement the CREATE program and maximize other freight rail partnerships	Continue to coordinate land acquisition and public way modifications for CREATE projects and rail-related projects Implement first round of Community Mobility Benefit projects associated with the 75th Street Corridor Improvement Project Conduct analyses and outreach associated with the "Chicago Rail Futures II" study	Plan second round of Community Mobility Benefit projects associated with the 75th Street Corridor Improvement Project Complete "Chicago Rail Futures II" study and implement	CCDOH Freight rail operators IDOT Metra
Expand CDOT's role in the movement of goods and services on the city's waterways	Encourage operators to use lower-carbon fuels to reduce marine engine emissions	Modernize ordinances defining Commissioner's role as Harbormaster Develop "Rules of the Water" safety information for novice boaters, and make mandatory for boat/kayak rental services	Chicago Park District CPD IEPA IDNR Illinois State Freight Advisory Committee Port of Chicago USACE USCG USEPA

Goal: Improve the efficiency of and modernize local street funding

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Update deadlines to ensure neighborhood menu funding is programmed and spent expeditiously and efficiently	<p>Convene a working group with representatives from CDOT and OBM</p> <p>Develop and establish annual Aldermanic request guidelines and schedule with the council</p>	Reconvene working group and revisit guidelines and schedule to assess program success and recommend additional changes	Aldermen OBM
Increase the purchasing power of neighborhood menu funding in the wards	<p>Provide for ADA ramps, collector street repaving and intersection resurfacing within CDOT's budget</p> <p>DWM capital projects on residential streets include full resurfacing</p>	Improve collector street pavement conditions and install sidewalk ramps	Aldermen DWM
Improve ward/CDOT coordination by providing quarterly training for Aldermanic staff	Expand virtual training opportunities for Aldermanic staff on the PCI, 311 complaint records, DOTmaps platform, and other existing infrastructure condition sources	Develop and share new infrastructure condition indexes with Aldermen	Aldermen

Goal: Increase CDOT's flexibility in spending transportation funds

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Generate new revenue opportunities to provide reliable funding for critical infrastructure	Explore potential enterprise funding opportunities	Establish a CDOT enterprise fund	CDPH
	Establish a committee to develop enterprise fund usage and benefits		CMAP
	Explore new revenue sources including Public Health, COVID response, Homeland Security and USDOT funding sources		Community & Advocacy Organizations
	Explore opportunities for new revenue such as P3s		Finance
Increase access to and flexibility of funding sources to allow for more equitable investment on city streets	Review and update the internal STP project selection process	Improve STP application approval rate	MPC
	Identify solutions to unlock CMAQ funding		OBM
			CMAP
			FHWA
			IDOT

Streets Free from Violence

Goal: Reduce dangerous driving on Chicago's streets			
Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Design and build streets that encourage safe driving speeds and habits	<p>Evaluate current design policies and practices and update or modernize as needed</p> <p>Use National Association of City Transportation Officials (NACTO) Street Design Manual standards for street design</p> <p>Revise arterial resurfacing design process to incorporate safe design principles</p>	All arterial resurfacing projects meet NACTO standards	NACTO
Establish safer speed limits	<p>Draft state legislation and identify sponsors for lowering the default speed limit to 20 on all residential streets</p> <p>Negotiate with IDOT to update the speed limit establishment process on state routes</p> <p>Install new speed feedback signs at 20 high-priority locations</p>	<p>Reduce the speed limit on residential streets to 20 mph</p> <p>Install 40 additional speed feedback signs</p> <p>Work toward local legislation to reduce speed limits downtown by Year 3</p>	<p>CDPH</p> <p>Community & Advocacy Organizations</p> <p>IDPH</p>
Improve driver safety education in Chicago	Identify funding for traffic safety education campaigns	<p>Introduce at least one new Vision Zero education campaign</p> <p>Add a speed limit question to DMV driver education test and add to the training manual</p> <p>Support state legislation to allow for a data-driven mandatory driver safety engagement and education program for the most dangerous drivers</p>	<p>CPS</p> <p>Finance</p> <p>Illinois Secretary of State</p>

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Improve safety for all road users at construction sites	Establish Maintenance of Traffic (MOT) training program for all relevant CDOT staff	Have pedestrian and bicycle MOTs in place at all project sites on arterials	DOB DSS DWM Utilities
	Explore opportunities to partner with ward superintendents and partner agencies on MOT inspection and enforcement	Increase on-site inspection staff to 25	
	Conduct a comparative study of peer cities' penalties	Establish simplified MOT permit request process for short-duration projects	
Improve quality of crash data	Reinstate regular CDOT crash reporting and vulnerable road user safety training	All CPD regularly trained and received feedback on crash report collection procedures	CPD IDOT
	Codify criminal and traffic crash reporting distinctions and procedures		
	Streamline IDOT crash data sharing process		
	Review opportunities to upgrade state crash data sharing system		
Review automated enforcement procedures and impacts with a focus on equity	Complete CDOT study on the impacts of red light and speed cameras fines and fees	Allocate a portion of automated enforcement revenue to CDOT Vision Zero initiatives	CPD CTA Finance OBM
	Establish regular review period for speed and red light camera locations	Draft state legislation legalizing and identify sponsors for bus lane enforcement cameras by year 2 and launch program	

Goal: Elevate vision zero in Chicago

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Better integrate Vision Zero into city policy making	Identify Vision Zero staff lead for CDOT	Release two annual report updates and another 3rd year update	Academic Institutions
	Establish expanded Vision Zero working group meetings in partnership with the Mayor's Office	Develop new, cross-departmental Vision Zero progress metrics and standardize formatting/tracking	AIS
	Evaluate each city agencies' roles and responsibilities for achieving Vision Zero		Aldermen
	Develop progress report on 2017–2019 action plan and annual Vision Zero progress report		BACP
	Release Vision Zero Downtown plan		Chicago Park District
	Investigate Safe Routes to Schools program opportunities		CDPH
			CPL
Incorporate the most effective street design elements to provide the highest level of pedestrian and bicyclist safety and comfort possible	Review and update engineering design manuals and practices	Review and update arterial resurfacing design process to assess opportunities for pedestrian and bicyclist improvements	CPS
	Provide staff with training and other supports to promote pedestrian and bicyclist safety and comfort		CTA
Elevate the voices of Chicago's communities into the city's Vision Zero efforts	Relaunch the Vision Zero Advisory Group with existing and new members representing broader diversity and representation from BIPOC communities	Incorporate Advisory Group recommendations into the Vision Zero annual reports	DCASE
	Incorporate MPAC, MBAC and TEN into Vision Zero Advisory Group		IDOT

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Integrate Vision Zero into all project design and scoping assessments	Develop Vision Zero project assessment checklist and indicators	Apply Vision Zero assessment checklist to all projects	
	Establish Vision Zero training program for all CDOT engineers and project managers	<p>Create and regularly update an inventory of safety improvements</p> <p>All engineers and project managers trained in Vision Zero</p> <p>Collaborate with safety leadership to identify ways to incorporate Vision Zero into training and protocols for field staff, by Year 2</p>	
Incorporate Vision Zero into all city agency fleet management protocols	Retrofit city vehicles with improved mirrors and side guards	Develop driver training and safe driver agreement for all city staff, transit, and for-hire vehicle drivers	AIS CDPH CFD
		<p>Retrofit all city vehicles with improved mirrors and side guards by Year 2</p> <p>All city and sister agency staff are required to sign safe driving commitment letters, as part of annual ethics and other staff requirements</p>	CPD CPS CTA DPS DSS

Goal: Expand CDOT's role in making Chicago's streets safer and more vibrant

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Support the implementation of Neighborhood Activation, a placemaking program of Chicago's "Our City, Our Safety" violence reduction plan	<p>Participate in working group sessions to establish appropriate role for CDOT</p> <p>Provide data and participate in collection of field data and observation as needed</p> <p>Identify CDOT assets and programs to contribute to implementation</p>	<p>Assess efficacy of programs with partner agencies</p> <p>Participate in future implementation of Neighborhood Activation or other programs related to "Our City, Our Safety"</p>	<p>Academic Institutions</p> <p>CDPH</p> <p>Chicago Park District</p> <p>CPL</p> <p>Mayor's Office of Violence Reduction</p>
Expand the Community Greening program	<p>Identify CDOT Community Greening program lead</p> <p>Expand tree planting program by additional 1000 trees per year</p> <p>Support city-owned vacant lot greening program through Greencorps</p>	<p>Build out and fund a comprehensive program to address vacant lots in the city</p> <p>Expand tree planting program to plant 5000 trees per year</p> <p>Include community art in greening program</p>	<p>AIS</p> <p>DCASE</p> <p>DPD</p> <p>DSS</p> <p>DWM</p>
Expand the Greencorps Chicago program	<p>Identify external funding sources and hire staff for the Greencorps 501c3</p> <p>Expand trainee enrollment by 50%</p> <p>Expand job training skills to include public space installation and management to support Make Way For People and other efforts</p> <p>Re-establish Greencorps Chicago Youth pilot</p>	<p>Double 2020 trainee enrollment, by Year 3</p> <p>Expand Greencorps Chicago Youth program to 300 students</p>	<p>CPS</p> <p>Community & Advocacy Organizations</p> <p>DFSS</p>
Make it easier for Chicago communities to activate their streets	<p>Simplify process to authorize community groups' implementation and routine maintenance of local CDOT-built pieces of infrastructure</p> <p>Review and simplify process for public way permits for smaller charitable/non-profit community events (e.g., community bicycle rides, neighborhood walking tours, street festivals, etc.)</p>	<p>Establish criteria for permit fee waivers for smaller charitable/non-profit community events</p>	<p>BACP</p> <p>Community & Advocacy Organizations</p> <p>DCASE</p> <p>Law</p>

Goal: Make Chicago's streets more responsive to community needs

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Create a more equitable process to expand the Shared Streets model to more Chicago neighborhoods	Establish process for communities to request or propose bike and pedestrian improvements based on Shared Streets projects	Evaluate community programs; revise and update as needed to sustain and expand programs	Community & Advocacy Organizations
	Complete analysis of 2020 projects and make recommendations for subsequent implementations		
	Create a process for communities to request Shared Streets		
	Identify funding for implementation		
	Create an annual Shared Streets program		
Make Expanded Outdoor Dining permanent and explore opportunities for other types of small businesses to participate	Review program standards and requirements with a focus on maintaining sidewalk access for people with disabilities and all pedestrians	Pass legislation to make changes permanent	BACP
	Survey nearby residents to understand impacts of program and opportunities for improvement		Community & Advocacy Organizations
	Review winter dining pilot and make recommendations for subsequent years		DCASE
Expand Make Way for People (MWFP), Chicago's placemaking program	Identify funding options to make the MWFP program more equitable and available to more neighborhoods	Have long-term funding stream for MWFP	Community & Advocacy Organizations
	Work with OBM to identify and permit funding for tactical implementation		CDPH
	Develop priority MWFP location list and evaluation metrics		DPD
	Develop SOP that can be built into the project development checklist		OBM
	Identify barriers to community participation (awareness, insurance, design requirements, cost, etc.)		Philanthropic Organizations

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Support art in the public realm and the right-of-way	Expand local art project partnerships with Chicago neighborhoods and DCASE	Establish an artist-in-residence program at CDOT	Community & Advocacy Organizations
	Support the implementation of the INVEST South/West Artist in Residence program	Establish points of contact at freight railroads to formalize authority for embankment murals	DCASE DPD
	Partner with DCASE to streamline engineering and contracting approvals of murals and public art in public way	Develop process to allow artists access to construction/demolition waste as raw material for sculptural works	

A CDOT That Works

Goal: Improve relationships with communities and be more responsive to local needs			
Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Create a senior leadership position at CDOT to focus on community outreach and engagement	Establish and fill a leadership position with the mission of implementing best principles for CDOT community engagement	Oversees robust engagement opportunities and documents outcomes and community concerns regarding active and upcoming projects	Chief Engagement Officer Community & Advocacy Organizations
	Participate in city-wide engagement council convened by Chief Engagement Officer to coordinate and standardize outreach efforts across city departments	Track evolving engagement strategies and technologies including web-based platforms	
	Create a training program for staff to develop key skills for working with the public: cultural competency, empathy, active listening, conflict resolution, etc.	All relevant staff receive community engagement training	
	Develop methodology for staff to incorporate 311 requests into project discovery process and decision making		
Make information on CDOT projects and activities more available and transparent	Distribute quarterly email newsletter with updates on CDOT news and projects	Conduct review and consolidate existing CDOT websites by Year 2	AIS
	Grow email distribution list to 3,000 by partnering with others to expand list	Expand the CDOT newsletter to include human interest stories, staff highlights, etc.	
	Consolidate various social media handles to clarify and strengthen CDOT's identity (SAFE, VZ, etc.)	Grow distribution list to 10,000	
	Promote the ChiStreetWork website as a way for Chicagoans to learn more about projects happening on their streets	Post new, unique social content at least weekly by Year 2 Increase followers by 100%	

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Provide communities with clear, consistent points of contact at CDOT	<p>Expand the role of SAFE Ambassadors to lay groundwork in communities where future plans or projects will occur</p> <p>Publish key contact information on CDOT website</p> <p>Develop shared community representative contact list for CDOT staff</p>	<p>CDOT attending or represented at all relevant public meetings</p> <p>Increase number of SAFE Ambassador public engagement events</p> <p>Provide public with a geographic or programmatic CDOT point of contact, by Year 2</p>	
Work with community groups to engage residents and develop new communication strategies	<p>Identify best principles for online public engagement</p> <p>Create a matrix of project types and community engagement strategies to guide CDOT interaction with the public</p> <p>Conduct annual survey of community organizations to assess quality of interactions with CDOT</p> <p>Eliminate barriers to accessing CDOT materials and programs for people with disabilities</p> <p>Eliminate barriers to accessing CDOT materials and programs for non-English proficient communities</p>	<p>Full suite of online and in-person engagement tools are available to CDOT staff and consultants</p> <p>Catalog all presentation materials, collateral, and feedback gathered through community engagement processes</p>	<p>Chief Engagement Officer</p> <p>Community & Advocacy Organizations</p> <p>NACTO</p>

Goal: Improve CDOT's ability to recruit and retain staff

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Develop a department-wide succession plan	Initiate department-wide organizational chart review	Complete development of succession plan	DHR
	Identify funding and processes for succession plan production	All departing in-house consultants provide a transition briefing for relevant staff	
Create a larger and more diverse CDOT candidate pool	Partner with local universities/professional associations to identify potential candidates, including those underrepresented at CDOT	Increase average number of qualified applicants responding to open positions	Academic Institutions
	Send CDOT staff to relevant job fairs	Increase attendance at job fairs	DHR
	Develop checklist of local/national job posting forums	Implement rotational program for recent graduates based on findings from investigation	
	Formalize opportunities for internships	CDOT Apprenticeship Program has been implemented and employs a continual cohort of apprentices	
	Research other DOT rotational programs for recent graduates	Explore expansion of CDOT Apprenticeship Program to other trades	
	Review and update CDOT Apprenticeship Program for machinists, cement finishers, and construction laborers	Create a larger and more diverse CDOT candidate pool with the result of having more staff representing marginalized racial groups	
Develop a comprehensive training module for all new and existing CDOT staff	Identify staff training needs and resources (e.g., FOIA, equity, IT/cyber-security)	Implement a Learning Management System to track completed trainings & certifications	AIS
	Provide expanded training modules to all new staff	Offer quarterly skills training opportunities for CDOT trades employees	DHR
	Identify skills training opportunities for CDOT trades employees		Law
Enhance onboarding and exit interview procedures	Incorporate new hire technology needs into onboarding process for all new employees	Conduct annual review of new employee informational materials	AIS
	Review exit interview protocols and technology/equipment collection	All departing employees receive an exit interview by Year 2	DHR

Goal: Make CDOT a great place to work

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Identify opportunities to support a positive staff culture	Establish annual staff survey to assess employee satisfaction, workplace culture, etc.	All staff surveyed annually	Chief Diversity Officer Chief Equity Officer DHR
	Establish Employee Affinity Group staff cohort program (e.g., equity, working mothers, etc.)	Employee Affinity Group opportunities available to all CDOT staff	
	Create opportunities for staff dialogue and engagement (lunch-and-learn, social events, etc.)		
Provide staff with opportunities for advancement within CDOT	Expand the annual review process to all agency staff	Update civil service titles and job descriptions to better reflect roles and responsibilities	
Increase opportunities for staff communication and recognition	Establish regular department-wide town hall forums	Increase combined tour, town hall, team-building activity participation to 70 percent of CDOT staff	
	Hold regular cross-divisional learning and team-building forums		
	Establish peer recognition award program	Conduct at least quarterly cross-division best principle sharing meetings by Year 2	
	Establish quarterly internal CDOT newsletter	Present annual staff recognition awards at department-wide town hall	
Expand employee/manager training and professional development opportunities	Provide additional staff with access to external conferences or seminars	All managers are receiving management training	DHR
	Increase the availability/frequency of CDOT-hosted seminars/professional training	Additional staff have access to external conferences or seminars	
	Identify internal opportunities to offer accreditation training (PE, PTOE, AICP, LEED, etc.)	Simplify approval process for continuing education programs and professional conferences	

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Provide staff with the best hardware and software for the job	<p>Conduct IT review of all new contracts and potential hardware, software, and staffing needs in coordination with AIS strategic plan currently underway</p> <p>Conduct an assessment of CDOT's legacy software systems and programs</p> <p>Develop software license management protocols for all purchased software</p> <p>Work with partner agencies to track and identify funding for state-of-practice and emerging software tools</p> <p>Expand smartphone/tablet/laptop access for field supervisors and staff</p>	<p>Establish agency wide computer hardware and software update/replacement schedule</p> <p>Redevelop legacy software systems and programs or leverage current ones to meet current industry standards</p> <p>Laptops and other hardware available to all employees recommended by CDOT IT</p> <p>Explore inclusion of a technology fee to CDOT permit applications to support system upgrades/enhancements and ongoing maintenance</p>	AIS

Goal: Deepen our relationship with partner agencies

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Create a joint IDOT-CDOT working group to facilitate interagency conversation and collaboration	Work with IDOT to update design manuals and policies to include greater flexibility for city street designs	Revise project delivery schedule and establish clear CDOT/IDOT review times	CMAP IDOT
	Convene regular CDOT-IDOT meetings on urban street design and implementation needs	Eliminate requirement for No Net Change Professional Services Amendments	
	Work with IDOT to streamline requirements for documentation and paperwork to improve efficiency	Reduce review times on appropriate projects by 50%	
	Re-establish coordination with IDOT on allocation and distribution of FTA funding	Work with the legislature to update the state's Complete Streets Act	
Collaborate closely with sister agencies to deliver on the city's equitable development goals	Attend regular meetings with sister agencies to review new and ongoing initiatives, policies, and goals	Participate in review of "We Will Chicago" and support plan adoption by 2023	CDPH
	Participate in pre-planning for Citywide Plan "We Will Chicago"		Chicago Park District
	Participate in working groups with sister agencies as appropriate		CMAP
			CTA
			DPD
			DWM
			RTA

Goal: Improve CDOT processes to maximize impact and efficiency

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Establish a department-wide project management software system	<p>Survey and identify staff project management tracking needs</p> <p>Review existing and available project management software options</p>	<p>Procure and introduce department-wide project management system, including module(s) of financials</p> <p>Train staff on new project management system</p> <p>All new projects running on new project management system</p>	<p>AIS</p> <p>OBM</p>
Develop strategic process for evaluating grant opportunities	<p>Establish rapid internal review process and capacity assessment for grant applications</p> <p>Establish chart of roles and responsibilities between divisions/sections on specific grants and their call for project cycles</p> <p>Conduct review of grant administrative needs in order to improve efficiency and identify funding resources as needed</p>	<p>Establish grant management tool</p>	
Streamline approval processes and practices	<p>Expand the use of e-signatures across the department (permission and software)</p> <p>Streamline approval processes to limit approval times/the number of sign-offs</p> <p>Develop standardized contract templates and approval processes</p>	<p>Reduce turnaround time for construction contracts from advertisement to award</p> <p>Establish a bi-agency procurement process review with DPS</p>	<p>DPS</p> <p>Law</p>

Goal: Prioritize workplace safety and staff support

Strategies	Benchmarks		Partners
	1st Year	3rd Year	
Establish leadership position to oversee safety	<p>Incorporate relevant and seasonal safety topics into regular toolbox talks</p> <p>Establish safety priority training program (e.g., hydraulic lift training, working at heights, etc.)</p> <p>Continue to partner with unions to identify joint safety training opportunities</p>	<p>Identify funding for staff to build out Safety Administration section</p> <p>Collaborate with Vision Zero leadership to identify ways to incorporate Vision Zero into training and protocols for field staff, by Year 2</p>	Organized Labor
Review and update safety protocols for all field offices and positions	<p>Review existing staff safety training records</p> <p>Work with partner agencies to reestablish in-house safety training</p>	<p>Create staff safety training status database</p> <p>All staff complete relevant manufacturers' training</p>	



LEAVE YOUR MARK
TANNING

PLAY
belongs here!

CHASE
YOUR
DREAMS

STOP

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Glossary of Partners

Each of these government agencies and external partners are critical to meeting the goals outlined in this document.

Academic Institutions

Aldermen

Amtrak

National Railroad Passenger Corporation

AIS

Chicago Department of Assets, Information and Services

BACP

Chicago Department of Business Affairs and Consumer Protection

Chicago Area Clean Cities

Chicago Park District

Community & Advocacy Organizations

AARP, Active Transportation Alliance, chambers of commerce, Consortium to Lower Obesity in Chicago Children, Transportation Equity Network, etc.

CCDOH

Cook County Department of Transportation and Highways

CDPH

Chicago Department of Public Health

CFD

Chicago Fire Department

CMAP

Chicago Metropolitan Agency for Planning

CPD

Chicago Police Department

CPL

Chicago Public Library

CPS

Chicago Public Schools

CTA

Chicago Transit Authority

Divvy

Chicago's bike share program

DCASE

Chicago Department of Cultural Affairs and Special Events

DCEO

Illinois Department of Commerce & Economic Opportunity

DFSS

Chicago Department of Family and Support Services

DHR

Chicago Department of Human Resources

DOAH

Chicago Department of Administrative Hearings

DOB

Chicago Department of Buildings

DPD

Chicago Department of Planning and Development

DPS

Chicago Department of Procurement Services

DSS

Chicago Department of Streets & Sanitation

DWM

Chicago Department of Water Management

Finance

Chicago Department of Finance

Freight rail operators

FHWA

Federal Highway Administration

Illinois Secretary of State

Illinois State Freight Advisory Committee

IDOT

Illinois Department of Transportation

IDNR

Illinois Department of Natural Resources

IDPH

Illinois Department of Public Health

IEPA

Illinois Environmental Protection Agency

Law

Chicago Department of Law

Mayor's Office

Metra

Chicago commuter rail

MOPD

Mayor's Office of People with Disabilities

MPC

Metropolitan Planning Council

NACTO

National Association of City Transportation Officials

OBM

Chicago Office of Budget and Management

OEMC

Chicago Office of Emergency Management and Communication

Organized Labor

Pace

Pace Suburban Bus

Philanthropic Organizations

Port of Chicago

RTA

Regional Transportation Authority

Trucking Industry

Utilities

USACE

United States Army Corps of Engineers

USCG

United States Coast Guard

USDOE

United States Department of Energy

USEPA

United States Environmental Protection Agency

World Business Chicago

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Commissioner's Office

Division of Administration

Division of Electrical Operations

Division of Engineering

Division of Infrastructure Management

Division of In-House Construction

Division of Project Development

Division of Sign Management

Division of Traffic Safety

Creating an organizational strategic plan requires a great deal of behind the scenes work in understanding the inner workings of the organization, revealing its strengths and areas for growth, and producing a final document that is comprehensive and achievable. CDOT was fortunate to have a skilled and dynamic team work together over many months to create this plan, and we sincerely thank them all for their effort and dedication.

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Transportation Equity Network Members:

Access Living
Active Transportation Alliance
Center for Neighborhood Technology
Chicago United for Equity
Consortium to Lower Obesity in Chicago Children
Elevated Chicago
Emerald South Economic Development Corporation
Endeleo Institute
Equitcity
Foundation for Homan Square
Garfield Park Community Council
Greater Auburn Gresham Development Corporation
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Muse Community + Design
Northwest Side Housing Center
Shared Use Mobility Center
Union of Concerned Scientists
Urban Juncture
YWCA of Evanston

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Chicago Department of Public Health
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